



**USAID**  
FROM THE AMERICAN PEOPLE

**CENTRAL ASIAN REPUBLICS**

# SUCCESS STORY

## Using a New Approach to Run Business

### Salon owner creates her own management style after study tour



Photo: Rustam Charyev

Inspired by businesses she visited during a USAID-funded study tour to the United States, Aybolek Polliyeva has adopted more collaborative business management practices for her salon.

***“This trip changed my views on management practices and product promotion,” said small business owner Aybolek Polliyeva.***

Aybolek Polliyeva has successfully applied business and marketing concepts she learned on a USAID-funded study tour to the United States to her business in Turkmenistan.

After returning to Turkmenistan, she opened a new beauty salon and day spa that has quickly gained a reputation for excellent quality and service. Cosmedie SPA employs highly qualified specialists and provides a wide variety of hair, nail, and other spa services, using ecologically-friendly products.

In developing their business model, Aybolek and her business partner paid special attention to concepts that promote long-term growth and sustainability, including team-based or collaborative management practices, incentive-based labor management, opportunities for staff training and development, and innovative product promotion and marketing techniques.

Aybolek said that she greatly benefited from participating in the study tour. She particularly enjoyed the site visits, as well as the seminars and workshops on business-related topics. In managing her own small business, she regularly draws upon the experience and knowledge that she acquired on the tour.

For example, rather than using a traditional top-down management style, Aybolek resolves conflicts through discussion and brainstorming sessions. She also uses every opportunity to involve employees in decision-making processes.

In the future, she is eager to become actively involved in the newly established Union of Manufacturers and Entrepreneurs of Turkmenistan, a community-based organization that promotes business development and protects the interests of entrepreneurs and businessmen in Turkmenistan. She hopes the organization will play a big role in creating a favorable climate for business development in the country. She also looks forward to continuing to develop her salon using the knowledge that she gained on the study tour.

Telling Our Story  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>